

Statement of Work

Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011

RFO Number: 0041

I. TITLE: Sustainable Communities Building Blocks Technical Assistance

II. PERIOD OF PERFORMANCE:

From: Date of award

To: Approximately ten (10) months after date of award

III. BACKGROUND: This Statement of Work (SOW) will provide contractor support to the Environmental Protection Agency (EPA) as it continues the expansion of its Sustainable Communities Building Blocks program. The program, launched in March of 2011, is a critical element of the EPA Office of Sustainable Communities' (OSC) efforts to transform its technical assistance work. This effort will build on the lessons learned from the first three (3) rounds of Building Blocks assistance, as well as EPA's experiences working with communities through other efforts

Beginning in 2005, EPA began to provide direct technical assistance to communities through the Smart Growth Implementation Assistance (SGIA) program. This program tackles difficult policy issues, requiring a significant time investment for each project. EPA has found through working on SGIA that many communities struggle with the basic "building blocks" to lead to better development: the ability to identify needed changes in their policy or regulatory frameworks, to implement changes, and to build and sustain the political consensus needed for change. This need inspired the creation of the Sustainable Communities Building Blocks Program to help the Agency develop more focused tools and approaches around narrowly defined subjects.

This SOW seeks to continue our expanded support for communities by increasing the number of technical assistance tools available to be quickly adapted to a particular community context and delivered in a one (1) to two (2) day site visit with a brief "next steps" follow-up memo presenting options. This SOW will build on the tools developed previously, by creating two (2) new tools – Infill Development for Distressed Cities and Flood Resilience for Riverine and Coastal Communities, and refining three (3) existing tools—Planning for Bikeshare Systems, Sustainable Strategies for Small Towns and Rural Areas, and Creating Equitable Development—into more polished and better-

functioning technical assistance instruments. This work will be done in part by field-testing the use of these tools in communities, thereby providing assistance to roughly 20 communities (at least four (4) of which will be in rural locations, two (2) will be in Gulf Coast communities and four (4) will include disadvantaged communities).

IV. PURPOSE AND OBJECTIVE: Under this SOW, EPA will focus on working with communities using tools that fall into one (1) of two (2) categories: existing tools and tools that need to be developed.

For both existing and new tools, there are two (2) primary objectives. The first goal is to provide direct, targeted information to each of the communities selected using a given tool. These tools will be tested and refined through site visits to communities and through feedback with community representatives and EPA staff. This technical assistance will help inform our second goal, which is to eventually develop each tool into a standalone module that can be distributed to a wide audience as a workbook. This workbook would include PowerPoints with speaker notes and additional resources to assist users in implementing the tool. The development of the workbook will NOT be part of this task order, yet the tool materials created for the workshops will eventually feed into these workbooks.

EPA will supply to the contractor all existing materials for tools that already exist. For new tools, EPA will provide all source material.

For the purposes of this SOW, a **tool** is defined as a body of materials that could include, but not limited to an agenda, presentations or exercises, formatted in a manner so that a group can have a facilitated discussion around a series of inputs and outputs. Ideally, a tool shall have some process or mechanism by which data or information is analyzed resulting in an output of potential next steps for policy change. A tool is not just a series of presentations, but rather an action oriented process. These tools are also meant to stimulate a dialogue about growth and development in communities while strengthening local capacity to implement smart growth approaches. EPA hopes that the result will be changes to local policies and procedures to better accommodate smart growth. This SOW will administer each tool in several communities, giving EPA multiple opportunities to test and refine tool content and create better final workbooks. Communities will be selected from a new solicitation of proposals from communities interested in the tools offered in the task order.

This SOW will have three (3) distinct elements:

(1) Work with EPA staff to create (for new tools) or refine (for existing tools) materials that will help educate and engage key community stakeholders. This will include

PowerPoint presentations, logistical materials and any maps, graphics or renderings necessary.

(2) Prepare for, and administer, technical assistance to communities. This will include minor edits to the tool presentations, prep calls with EPA and the community, and onsite workshops.

(3) Create a next steps memo for EPA and the community after every site visit. This memo will help communities capture the discussion and next steps discussed during the site visits, as well as assist EPA in measuring performance of program. As a result of this task order, EPA will assist a larger number of communities to create the building blocks necessary to tackle complex smart growth implementation issues. The implementation of these approaches can deliver the following environmental and community outcomes:

- expanded housing and transportation choices among households, particularly those earning below area median income;
- more balanced transportation systems that support walking, biking, and public transit, as well as driving;
- reduced VMT, resulting in lower greenhouse gas emissions, lower commuting costs, and decreased road congestion;
- efficient use of services and infrastructures, resulting in cost savings for the public;
- increased redevelopment of brownfields, as well as other underutilized infill locations;
- improved water quality through efforts that reduce stormwater runoff into existing waterways;
- reduced cost and energy intensity of stormwater management systems through increased use of green stormwater practices;
- increased focus on smart growth and environmental benefits for overburdened, underserved, historically underrepresented, and/or sensitive populations (including racial or socioeconomic minorities, the elderly, and/or children);
- more healthy and safe pedestrian walkways and streetscapes through the use of street trees, swales, and other green infrastructure components; and
- reduced energy and water consumption and lower household energy costs through the use of green building construction techniques and materials.

Finally, this work also helps support the Housing and Urban Development (HUD)-Department of Transportation (DOT)-EPA Partnership for Sustainable Communities. The Partnership seeks to align federal resources to support implementation of more sustainable, smart growth approaches to development challenges. Six (6) livability principles have been developed to describe the types of communities which the

Partnership seeks to support.¹ EPA will work with our federal partners in HUD and DOT to implement our ongoing programs, including this new round of Building Blocks technical assistance. In doing so, we expect to respond to the needs of many communities that are facing very similar issues around their implementation of smart growth approaches.

V. QUALITY ASSURANCE (QA) REQUIREMENTS

Check [] Yes if the following is required or [x] NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

VI. TASKS AND DELIVERABLES:

The Task Order Project Officer (TOPO) shall review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall incorporate the TOPO's comments within 14 days after receipt of comments. Final deliverables shall be in MS PowerPoint, PDF and MS Word format.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

From time to time, as new information develops, the contractor shall organize guidance calls with various experts for the purposes of scoping issues, confirming topics of research and methodological approaches, and making sure tasks and the overall project are on track and focusing on relevant topics and issues. Technical direction, when appropriate, will be provided by the TOPO.

Task One –Project Management and Scheduling

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

For project management, the contractor shall organize and facilitate:

- At least two (2) one (1)-hour phone calls with the full contractor and EPA team (all 'tool leads') to discuss the objectives of the program and to discuss tool development and delivery.

¹ Read more about the Partnership and the six Livability Principles at <http://www.epa.gov/smartgrowth/partnership/index.html>

- Three (3) one (1)-hour phone calls with each of the five (5) EPA 'tool leads' and the TOPO to discuss specifics of tool refinement or creation.
- A weekly 45-minute phone call with the TOPO to review project progress.
- One (1), one (1)-hour call with the full team near the end of the project to discuss project accomplishments and results.

The contractor shall prepare a tentative schedule for implementation of approximately 20 community-based technical assistance site visits. The schedule shall include the following steps:

- Team calls - weekly coordination calls and tool refinement/creation calls.
- Up to four (4) planning calls per community. Calls will be approximately one (1) hour in length and shall include participation of the contractor point of contact, the community point of contact, and a representative from EPA scheduled within the six (6) weeks leading up to the workshop.
- Draft tool materials/delivery approach for each of the site visits.
- One (1) site visit per community; spanning one (1) or one-and-a-half (1.5) days depending on the site. No more than one (1) site visit per tool to be scheduled per week. Any individual tool shall also be delivered with at least a one (1) week gap between each site visit to allow for modifications. Site visits will not occur until EPA approves the tool materials.
- One (1) follow-up meeting with each community. This meeting may happen on site (in person) after the workshop, or via conference call at a later date.
- Delivery of one Next Steps memo for each community.
- Delivery of completed tools.

The Contractor shall devise a schedule for completing all assistance to 20 communities no later than six (6) months after award. The initial project schedule shall be developed within 14 days of executing the task order. The schedule will be updated throughout the project as site visits are scheduled and reports are submitted.

Task Two – Develop Workshop Materials for New Tools

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall work with the TOPO and assist with the development of two (2) new tools designed for delivery in a one-and-a-half (1.5) day site visit format. The contractor shall develop a tool for each of the following concepts, based on existing resources.

1. **Infill Development for Distressed Cities:** The Infill Development tool is intended to help communities foster increased infill development by leading them through a process of assessing various tools and strategies and identifying those that have the highest likelihood of success. A self-assessment tool has been developed that

presents dozens of strategies that distressed communities can consider to foster infill development, along with conditions under which each strategy is most likely to succeed (e.g. financial, political, and geographic conditions, etc.). A community can use this self-assessment to begin to identify which strategies may be most viable for that particular place. An in-person stakeholder workshop then helps the community prioritize and form an implementation plan for carrying out the preferred strategies. The Infill Development tool is designed primarily to assist economically-distressed communities – loosely defined as those characterized by high unemployment and poverty, a weak real estate market, and/or severe municipal fiscal constraints that impede public financial support for infill development projects.

2. **Flood Resilience for Riverine and Coastal Communities** – Building off of a resilience checklist that was developed as part of our SGIA project with Vermont, OSC will develop a Building Blocks tool that helps communities audit their local plans and regulations to determine the extent to which they will help the community become more resilient to future floods. The tool will be expanded to include additional green infrastructure strategies that can help enhance resilience and will be relevant to riverine, coastal, and other waterfront communities that are seeking to adapt to climate change and plan for future disaster resilience.

Please see Appendix A-1 and A-2 for additional information regarding the development of these tools.

For each tool, the contractor shall develop the following elements:

- an agenda for the on-site workshop;
- an exercise/audit/or self-evaluation that a community can conduct prior to the site visit;
- an introductory or overview presentation;
- an interactive activity to review the exercise and/or a process for analyzing the information collected;
- a presentation connecting the activity to best practices and implementation; and
- a concluding presentation.

In some cases, not all of these elements will be necessary, but for planning and budgeting purposes this list shall be used as the base expectation. Materials shall be appropriate to the format of the workshop proposed by the contractor, which may include but is not limited to: an interactive charrette-style workshop, a series of meetings with targeted staff and/or leaders, a combination of the two (2), or some other approach (each document may be best-suited to a different approach). Materials

shall be produced to address urban, suburban and rural communities. The TOPO will supply a template for PowerPoint presentations.

The materials for each tool shall include universal information and concepts that can be applied in any jurisdiction as well as focused toward specific communities. The tools should provide information and policy advice along a place typology spectrum (urban, suburban and rural communities) and regional distribution.

The contractor shall deliver draft workshop materials in concept form to EPA no later than 42 days prior to the first scheduled workshop for each of the two (2) tools. Draft materials in fully-developed form shall be provided to EPA no less than 21 days prior to the workshops. EPA will respond and provide comments within seven (7) days of receipt. Final draft materials shall be provided to EPA no less than seven (7) days prior to first scheduled workshop.

Task Three –Review and Finalize Existing Tools Workshop Materials

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The Contractor shall work with the TO COR to review the existing tool materials designed for delivery in a one-and-a-half (1.5) day site visit format. These tools are: Planning for Bikeshare Systems, Sustainable Strategies for Small Towns and Rural Areas, and Creating Equitable Development. EPA will provide the contractor with the tools in their existing format. A brief description of each tool is below:

Planning for Bikeshare Systems: The objective of the Bikeshare Tool is to facilitate a community’s consideration of whether and how to establish a public bikeshare system. It is intended that the Bikeshare Tool will prepare the community to determine suitable scope, location, financing arrangements and general operational characteristics of a bikeshare system. This would allow the community, if it so chooses, to take the next steps of seeking financing and then soliciting proposals for the establishment and management of the system.

Sustainable Strategies for Small Cities and Rural Areas: Identifying hurdles to smart growth in local development codes—and ways to remove them—will help small cities and towns promote community goals, sustainable and efficient development patterns, and economic growth. This workshop will help participants understand the basic principles of smart growth and potential code changes that could be adopted to promote compact, walkable communities that encourage investment in existing neighborhoods while preserving farmland and open space. Participants will develop an initial list of priority “fixes” to their local codes and an implementation strategy. This tool will draw on several publications, including Essential Smart Growth Fixes

for Rural Planning, Zoning, and Development Codes, *Putting Smart Growth to Work in Rural Communities*, and EPA's Madison County, New York Smart Growth Implementation Assistance audit tool. Topics can include planned unit developments, right-sizing roads, protecting sensitive natural and agricultural areas, rural commercial development, fiscal impact analysis, annexation policies, and conservation development, among others. The presentations and discussions will focus on implementation issues and strategies drawing on experiences in other rural communities.

Creating Equitable Development This tool will focus on a central question in the expansive subject of equitable development: How does one achieve redevelopment and improving the quality of existing communities without unfairly displacing current residents? This workshop will show that if managed strategically, policy choices related to housing, transportation and environment can turn the economic and social opportunities that come with neighborhood revitalization, opportunities that sensitive populations are often excluded from, into something that benefits the existing resident community.

The contractor shall become familiar with these tools. Each tool shall have the following format:

- an agenda for the on-site workshop;
- an exercise/audit/or self-evaluation that a community can conduct prior to the site visit;
- an introductory or overview presentation;
- an interactive activity to review the exercise and/or a process for analyzing the information collected;
- a presentation connecting the activity to best practices and implementation; and
- a concluding presentation.

The materials for each tool shall include universal information and concepts that can be applied in any jurisdiction as well as focused toward specific communities. The tools should provide information and policy advice along a place typology spectrum (urban, suburban and rural communities) and regional distribution.

The contractor shall review existing workshop materials for each existing tool, and propose a menu of changes to EPA that improve each tool based on the contractor's knowledge and expertise. EPA and the contractor shall have a conference call (approximately one (1) hours in length) no more than seven (7) days after EPA has reviewed the proposed changes to discuss edits and suggestions based on previous

delivery of the tool. The contractor shall finalize the tool by making improvements, incorporating any feedback from EPA. The contractor shall deliver a proposed finalized set of tool materials (agenda, exercises, PowerPoint files) to EPA no later than 21 days prior to the first scheduled workshop for each of the three (3) existing tools. The final draft files shall be delivered with track changes or comment boxes. Any additional modifications shall be incorporated and provided to EPA no less than seven (7) days prior to the workshops.

While EPA anticipates that these tools will be finalized prior to the site visits, if feasible, some minor revisions or changes might occur after the site visits. The decision to make such changes will be based on two (2) criteria: 1) a limited amount of effort (one (1) to two (2) hours per tool) required to make changes and 2) significant feedback from communities that something needs to change.

Task Four – Implement Site Visit/Workshop and Next Steps Memo for All Communities
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall identify qualified experts to work with each community. These experts should possess knowledge of the given tool, as well as expertise in leading workshop presentations and charettes. The primary delivery mechanism will be a site visit that stretches over a one-and-a-half (1.5) day period. While most community site visits will take place in the one-and-a-half (1.5) day period (some may be feasible to complete in one (1) day) the contractor shall assume in the workplan budget a full two (2) day commitment to account for travel or scheduling issues, and for follow-up/debriefing time with the community after the meetings. The site visits will be structured around a quick community reconnaissance tour, led by the community contact, and subsequent workshop sessions with key stakeholders (see Appendix B-1 and B-2 for sample site visit itineraries). The brief reconnaissance tour will be primarily aimed at identifying local examples relevant to the tool, getting an understanding of conditions on the ground, and taking pictures that can be integrated into the workshop presentations. This tour will be led by local contacts, but should be discussed in advance to ensure that the project team is seeing relevant areas.

The tool is set up to require only a minimal amount of prep time to customize its application in each community. The contractor shall plan to spend up to 30 hours of prep time for each community.

The communities designated for this program will be drawn from a new call for communities managed by EPA. This process will occur concurrent with the

development of the tools. The TOPO will coordinate with the Contractor to schedule site visits once the communities have been selected.

Coordination between the contractor, EPA and the communities will include participating on up to four (4) conference calls with each community, each approximately one (1) hours in length. These calls will ensure that EPA and the contractor have the sufficient information from each community to implement the technical assistance, much of which will be received through the baseline data each community will deliver in their ‘homework.’ These calls will also help facilitate workshop logistics and help develop relevant community background materials to ensure that the workshop is relevant to local conditions.

The workshop and tool materials shall be designed to move the community from an early stage of understanding about the selected tool, to a more advanced stage at which they have a clear understanding of how to implement the given topic and what opportunities exist in their community to make progress. Workshops may be more successful if they focus on a particular site, proposed development, regulation, or building. In any case, the workshop shall clearly illustrate the concepts embedded in the tool materials and provide a clear roadmap for how to move the concept forward in the community. The contractor shall facilitate the workshop, including making presentations and/or leading group work where appropriate. EPA will supply all existing materials for tools that have been tested but still require revision.

The contractor shall implement the site visit in a format corresponding to the materials developed in Task Two. The contractor shall also offer the community guidance on who to invite to the workshop. This will depend on the specific tool and the specific community. For example, a workshop could be oriented primarily to local government staff, elected officials, local residents or a combination of all three (3).

With rare exception, these site visits shall require one (1) person from the contractor’s staff to attend. A staff member from EPA will also attend the workshop. Additional EPA, HUD and/or DOT staff from headquarters or regional offices will attend a handful of these visits to understand how these can be carried out in different ways.

Within seven (7) days of the workshop, the contractor shall provide EPA with a final set of workshop materials used in the site visit.

Upon completion of each community-based workshop the contractor shall develop a brief “next steps” memo directed to the community (no more than eight (8) pages in length) with a brief summary of the event, and list of issues the community may want to discuss further and/or lessons learned including specific actions for the community to

consider based on the workshop results. The EPA TOPO will provide the contractor with a template for the draft memo, which shall be submitted to EPA within seven (7) of each workshop. EPA will respond with comments within seven (7) days, after which time a final memo shall be delivered to EPA within seven (7). EPA will transmit this memo, along with all final workshop materials, to the community.

Task Five – Develop Final Materials for Each Tool

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

Finalized tools shall contain each of the following components:

- annotated agenda for each tool;
- requirements, if any, for a person to deliver the tool;
- final versions of any Power Points and other tool materials, such as community “homework” sheets;
- speaker notes to facilitate delivery of a base presentation by someone with a basic familiarity with sustainable communities and smart growth concepts; and
- podcasts, if possible.

After the final workshop, the contractor shall use the materials that were developed for select tools and create draft language to be used in “workbook.” The final workbook, which will NOT be the responsibility of the contractor, will combine all the refined materials into a format that allows staff from local or regional agencies, EPA staff, or other entities to replicate the tool’s use in the absence of EPA-funded contractor involvement. The contractor will be assigned discrete pieces of the workbook Table of Contents to write. This TOC will be given to the contractor, along with examples of previous tools that have been formatted similarly.

First, the contractor will prepare a detailed agenda to guide future presenters, with clear information about the purpose and method of each section within the day-and-a-half (1.5) site visit, as well as reference to the materials used. If sessions are intended to be led or facilitated by third-party experts, a general description of the “ideal” organization for the session shall be explained, permitting for local customization or adaptation. For example, a lunchtime session may be described as “Lunchtime Speaker (TBD) representing business/local government/nonprofit interests in the community will deliver a 45-minute presentation on local issues pertaining to the topic being addressed at the site visit.”

Second, the Contractor shall prepare generic (non-customized) versions of all materials used in the site visit, along with written instructions on how the materials are used by

the facilitator/presenter and the participants/audience and speaker notes for all PowerPoint presentations. Those instructions shall include a list of all necessary materials to carry out the activity (e.g. flip charts, easels, projector, local maps of appropriate scale, etc.), as well as approximate times to allow for the activity. Those materials may include illustrative versions of “completed” exercises from prior uses under this or previous EPA-funded contracts.

Third, the Contractor shall ensure that each slide has adequate “speakers notes” to facilitate delivery of each presentation to be delivered during the site visit. The notes should be clear enough that they could be delivered by someone with a basic familiarity with sustainable communities and smart growth, such as OSC staff members or EPA regional staff who work on sustainable communities projects. For purposes of budgeting, assume no more than 100 total slides, possibly split over several presentations. The notes should also identify areas of the presentation in which customization/local information could be inserted to augment, and on what topic. For example, speaker notes could include a statement such as, “Speaker to insert local demographic data here, as well as figures demonstrating existing or projected demand for different housing types in the coming decades.”

Finally, the contractor shall draft a number of short sections of the overall workbook that are unique to each tool. This will include sections like ‘why is X tool relevant to smart growth?’ and ‘how to complete the homework for X tool.’ The TOPO will give the contractor the full table of contents for the purpose of understanding how each section fits into the overall workbook. The contractor is only expected to complete four (4)-five (5) sections of the overall table of contents. Content will not exceed 10 pages.

Draft materials shall be submitted in both PDF and MS Word format to EPA within 21 days of the final scheduled site visit for each tool, and shall be compliant with the EPA and OSC Style guide. Final versions shall be delivered in both PDF and MS Word versions within seven (7) days after receipt of EPA comments.

VII. SCHEDULE FOR DELIVERABLES:

TASK	DELIVERABLE	FORM AND QUANTITY	SCHEDULE
1	Schedule for Implementation	Excel Spreadsheet, updated regularly	Within 14 days of executing task order.

2	Develop workshop materials for new tools	Varies: PowerPoints, exercises, written instructions	Concept within 42 days prior to first site visit per tool, draft materials within 21 days prior to first site visit per tool, final one (1) week prior to first site visit per tool.
3	Review and finalize materials for existing tools	Varies: PowerPoints, exercises, written instructions	Concept within 42 days prior to first site visit per tool, draft materials within 21 days prior to first site visit per tool, final seven (7) days prior to first site visit per tool.
4	Implement Site Visit/Workshops	Site visit, next steps memos	Draft within seven (7) days of each site visit, final within seven (7) days receiving EPA's comments; overall lessons learned within 14 days of last site visit, final version with seven (7) days of EPA comments.
5	Develop final materials for each tool	Final PowerPoints with speaker notes, handouts, schedules	Draft materials within 21 days of final site visit per tool, final versions within seven (7) days of EPA comments.